

"ALL TOGETHER, NOW"

by

HORACE BROWN

A Most Personal Portrait
of the Board of Governors
of the George Brown Community College
During Twelve Years of
Proud Service as a Member.

With Much Assistance from the
Minutes of the Meetings,
Fellow-Members of the Board,
and the Staff of the College,
Particularly John Hardy, Archivist.

"ALL TOGETHER, NOW"

One of the first things I learned on entering public life was that the whole name of the game was service. If you were not prepared to share most of your time, to the exclusion of your family and other aspects of personal life, with others, then you did not belong within such confines as the City Council of Toronto. When I became an Alderman in 1961, I automatically joined with my fellow-Councillors in devoting myself to the common weal.

Not that this concept came to me cold. During my schooldays I was into the various phases of school life, such as editor of the school newspaper. All my life, I had taken part in ratepayers associations, union meetings, service clubs, church social life and other activities, where I had contact with men and women similarly inclined. It had been my experience that the majority of human beings were interested in their fellow-man in varying degrees.

On Council, I had the privilege of being appointed to a number of organizations as a City representative, such as the board of a hospital, a settlement house, a community outreach program. I also had to make myself available to the various civic organizations in my ward who wished to present matters of vital concern to their members, for instance traffic or zoning. I found all of them worth-while, and made it a habit, as far as possible, not to miss their meetings. It was to my benefit as an all-round citizen to learn what my fellow-men were doing and saying. I had not found any organization that was other than vigorous, and peopled by those who believed in service.

George Brown College in Kensington

Which brings me to 1967, and George Brown Community College. There had been rumors for some time in the ward that a new school was gathering force in the area and starting to spread beyond into the city. A former public school and provincial trades institute had been taken over in the Kensington area, and was starting to put out fast sprouts of growth.

Now, Kensington was one of my very favorite spots. I had taken an early interest in trying to steer its untrammelled spirit into appropriate channels of civic pride. Many a Sunday morning I gathered with the good burghers of the Kensington Businessmen's Association over bagles and coffee to discuss their problems. Increasingly, these dealt with the rambunctious school, whose students were elbowing their way into sparse Kensington parking spots. Because of this, I had begun to develop a spirit approaching antagonism towards this pushy George Brown Community College that imagined all it had to do to succeed was to ride roughshod over its neighbors. Mine was a mistaken feeling that was to pop up with citizens in every area where there were homes and businesses over the years to come, as George Brown spread its elbows.

Imagine my shock when City Council appointed me to be one of its aldermanic representatives to the Board of Governors of this college in my ward. And the meetings were to be in a boardroom on the cluttered Kensington campus. For once, I approached a meeting with my fellow-citizens in a somewhat fuming mood. Looking back it seems comical, but it had its serious side.

The Naming of the College

George Brown College was the brain-child of the then Minister of Education, the Hon. William G. Davis, who was not far away from becoming Premier. Indeed, the same might be said of all the Colleges of Applied Arts and Technology for the province, which became known as "Community Colleges", and is one of the brightest feathers in the well-filled cap of a remarkable man, who did a great deal as Minister of Education.

In November, 1967, Mr. Davis announced the names of the first Board of Governors for George Brown. He also took the occasion to make a most significant suggestion to the new Board.

"I am strongly recommending to the Board," said the Minister, "that this important new educational institution be named the George Brown College of Applied Arts and Technology, in honor of the great Canadian who just over a century ago joined forces with his former political adversary, John A. Macdonald, in the historic compromise which opened up the road to Confederation. It would seem most appropriate that the city to which George Brown added such lustre as a reformer, journalist and statesman should honor him during the Centennial of the nation he did so much to create."

First Meeting

The first meeting of the new Board was held on November 14, 1976. The locale was the Royal York Hotel. On the agenda was the choice of the name of George Brown as the name of the College. It passed unanimously.

George Brown College was the last of the original nineteen Community Colleges to be set up. The Council of Regents for the new Colleges had recommended that parts of Ontario other than Toronto be given first attention.

Two of the institutes in Toronto then being administered by the Department of Education, were absorbed into George Brown. These were the Provincial Institute of Trades on Nassau Street, and the Provincial Institute of Trades and Occupations on Dartnell Avenue. The joint enrolment of these two bodies was 2,000 students. In all of the province there was some 14,000 students in the Colleges. With the various Colleges now in a position to provide post-secondary college education to the people of the province, the Department of Education for Ontario turned over the administration of the existing provincial technical institutes to the Colleges of Applied Arts and Technology in their respective areas.

First Board Members Appointed

The members appointed by the Council of Regents to the first Board of Governors of George Brown College were Mrs. Maria Brodzki, Business Manager, "Polish Voice"; Graham Gore, Director of Education, Board of Education for the City of Toronto; Dr. James M. Ham, Dean of Applied Science and Engineering (later President), University of Toronto; Gower Markle, Director of Education and Welfare, United Steelworkers of America; William B. Trimble, Vice-President, Ryerson Polytechnical Institute, and R.D. Wolfe, President, Oshawa Wholesale Limited. The Council of the City of Toronto nominated four aldermen as members: Ald. Ken Dear, Ald. Hugh Bruce, Ald. Richard Horkins, and Ald. Charles Caccia.

William B. Trimble was elected as the first Chairman of the Board. Mr. Trimble was a devoted chairman, but he was carrying a heavy load. He also felt that there might be a possible conflict of interest, because of the position he held at Ryerson, which was dealing with the same sources of finances. The two institutions were sometimes in competition, he considered. Having served well and faithfully for the first year of the College in getting it on the right paths, Bill Trimble resigned. Succeeding him was Barry Lowes, a constituent of mine whom I had met on several civic occasions, and for whom I had developed an admiration and respect which has stood through the years.

Some of my first contacts had been with President Cliff Lloyd. One that stays in my mind as characteristic of the man is the time he took me to the Adult Retraining Centre for the Toronto Board of Education, on Jones Avenue, and introduced me to the nurse on the job, whose name unfortunately escapes me but whose expertise was what I learned to label "George Brown know-how". There was a man who needed my aldermanic help with his medical and social problems; the nurse set him on the right paths. Nothing was ever too "far-out" to interest Cliff Lloyd and his staff.

No Remuneration

It must be remembered that members of the Board serve without remuneration. And for the twerp who just remarked that they are worth every cent they get, I would remind him that nothing he has ever said has been worth anything.

The first meeting of the Board where I was a member, held on October 15, 1968, established a pattern that remained and became more distinct with the years. It was a pattern of decisiveness mixed with camaraderie that has seemed to be instinctive with all the George Brown boards. I am not taking away in the least from the many other fine boards on which I was privileged to serve, when I say that George Brown seemed to emerge to all new members as unique.

It took me some time to fathom this uniqueness. I think it stems from what constituted a quorum of the Board. For some reason, in setting this the Province had demanded a much tighter turnout than it requires as a quorum for its own Assembly. There were twelve members of the Board. One of these was the President, as an *ex officio* member. So only eleven counted towards a quorum, and the quorum was seven. I have never known an organization other than George Brown that could have functioned under such a crippling order.

But function it did. In my years on the Board, I could count on my fingers the number of times when at least seven members were not present at the beginning of the meeting. And it was more often ten or eleven. These were busy men and women, but they were always there to be counted. I can recall only one occasion where a member, losing something dear to his heart, challenged the quorum and won. It was the first Board I had ever known where a quorum could set its tone in stone.

Another factor was the membership of the Board. These were men and women who had already made their marks in life, usually in the business, educational or political fields. Each brought something of their very own to the deliberations. They served unselfishly on the Board's committees and fitted in to the various functions of the College that they were asked to attend. While all this is normal with Boards, it seemed to be intensified at George Brown. It would be impossible for me to name all the members, but later I will deal with a few of them as

examples of the whole, regretting that I will not have space for them all.

How Appointments to Board Are Made

Nine members of the Board are appointed by the Council of Regents. The other two come from the City Council, either citizens or Aldermen.

The appointment is for four years, and may be renewed for a further four years by the Regents. Then, if eight years is the maximum allowed to serve, how come I was allowed twelve? I'm glad you asked. The terms are set out in the Act. But originally the Act gave the Council of Regents no say on what was done by municipal councils. Arguing this successfully, City Council appointed me for a third four-year term. The Regents were furious. They naturally appealed to the Provincial Government, who reworded the Act somewhat to make the Council of Regents responsible for municipal appointments. I did not follow this through, but Ald. Joseph Piccininni did, appealing for a ruling from the City of Toronto Solicitor. The Solicitor gave it as his opinion that the Council of Regents could have no authority over decisions made by the City Council. Before he's through, Ald. Piccininni will have served longer than I. At least, the Council of Regents managed to get rid of me.

A Social Aspect

From that rather hilarious episode, let us consider another aspect of the Board that makes it like no other on which I have served. Every member comes to savor the marvellous repasts that are served the Board before the meeting. These come from the Kensington campus kitchens. Anyone who has ever eaten in the Kensington dining-room or has been privileged to attend a special College dinner will realize immediately why the pre-Board amenities are so acceptable to the members and contribute significantly to the sensible deliberations of the Board. If to that is added the reason for the "Board Room" being labeled "Dining-Room", then all comes into focus. It has become a hallowed tradition that sherry and conversation are served before the dinner. To comply with Ontario liquor laws, it was necessary to add the designation "Dining-Room". As the young lady says for the Lotto commercial, "I told you it was fun."

THE CHAIRMEN OF THE BOARD

If I'm going to tell it like it is, I can best express the value of the Chairmen by telling their stories. Chairmen would be the first to admit that they do not make Boards, but their positions do allow them to act as catalysts for the meetings and the members. That they have all functioned so ably is due the backgrounds they have acquired. To prove this, I append the biographies of the various Chairmen, in order of service.

WILLIAM B. TRIMBLE (1967-68)

When I asked William B. Trimble why he had been elected Chairman, he replied, "Because of my shape. When people do not know each other, they always choose as Chairman someone who is tall and has a thirty-four inch waist." If it hadn't been for the 34-inch waist bit, I'd have put this down as the height (or breadth) of modesty.

There was an understandable reluctance upon the part of Bill Trimble to take on the job of Chairman. He had only recently left the faculty of the University of Toronto to become Vice-President (Academic) of Ryerson. Ryerson, with a new President, was undergoing a complete re-organization. Student unrest was at its peak. With the overload at Ryerson, it seemed asking for it to become involved as the head of George Brown. But men like Bill Trimble always add more to their plate.

"I had a lot of outside interests," he told me. "I was not only raising four children, but also Golden Retrievers. There was a four-acre garden to look after. I was learning to play the trumpet."

Behind all of this self-raillery was the discomfort of feeling that perhaps his service with both George Brown and Ryerson was a conflict of interest. He expressed this feeling to sympathetic fellow Board members, and was replaced as Chairman by Barry Lowes.

Within a year of returning to Ryerson, Trimble accepted a job with the infant Humber College and ended up as Vice-President (Academic). To show how paths cross in this life, another who held this same position was Doug Light. Bill retired from this office in 1980, and served for three years with the World Bank in Lesotho. Now, at the age of 61, he is engaged relentlessly with his four acres on Rural Route No. 1, Kleinburg, Ontario.

Mentioned in Dispatches

Trimble served five years with the RCNVR in World War II. He was mentioned in dispatches, which is a polite way of saying he did a hell of a job before he retired as Lieut.-Commander.

His writing career is impressive. From 1957 to 1974, he contributed to "Understanding the Canadian Economy" (Copp Clark). He also wrote two books for Mazenod: "Basic Economics for Lesotho" (1975-77), and "Readings and Assignments for Teachers" (1977). His numerous articles range from "Human Relations in Industry" (1949) to "Making It Move" (1976).

The Chairman was two years in human relations research with the University of Toronto's Institute of Industrial Relations. Canadian General Electric saw him for a year as Supervisor of Training.

His non-teaching experience in the field of education is broad. He is a member of the Board of Directors of the National Ballet School. For five years he served as a member of the Toronto C.U.S.O. Selection Committee. At Ryerson he was Director of Faculty Affairs and Secretary of the Ryerson Board of Governors. His work at Ryerson Polytechnical includes Dean of Men; Men's Counsellor; Chairman of the Student Loan Fund Committee; Scholarship Committee; Awards Committee; Secretary of the Faculty Council; Honorary President of the Alumni; Member of the Publication Committee; First President of the Ryerson Branch of the Civil Service Association; a member of the Department of Education Departmental Council; Director of Faculty Affairs. At the World Bank, he was Curriculum Co-ordinator of its Educational Project.

Degrees and Teaching Experience

Bill Trimble's degrees include an Honor B.A. in Political Science and Economics; an M.A. in Economics (first-class honors), and an M.Ed. (first-class honors). His Academic Awards consist of a Teaching Fellowship in Hospital Administration (1948-49); Mental Hygiene Fellowship (1949-50); Research Assistant with the Institute of Industrial Relations (1947-49); delegate to the Second National Training Laboratory in Group Dynamics (1947).

His teaching experience is as impressive as the rest of his record. From 1947 to 1949, he taught Human Relations to graduate students in hospital administration at the University of Toronto. In 1949 and 1950, he was conference leader for night classes in Human Relations, arranged by the Institute of Industrial Relations, U. of T. From 1950-65, Bill taught Social Science subjects at Ryerson, specializing in Economics and Industrial Relations, while also teaching Political Science and History of Western Thought. He continued this at Ryerson in 1967-68. He was tutor from 1957 to 1962 for the Workers' Education Association (Economics), and from 1959 to 1963, he was lecturer in Economics for the Certified General Accountants. Between 1957 and 1972, Trimble was at various times teaching human relations to Certified Professional Secretaries; Associate Professor, College of Education, U. of T.; discussion leader at Couchiching Winter Conferences; taught principles of learning at York University, and was Dean of Professional Development at Humber College.

Bill Trimble has retired to his acreage in Kleinburg. As he works on the soil, may he recall that his life has been digging, tilling, nurturing the heart and soul of those many it has been his privilege to serve.

BARRY LOWES (1968-71)

At the age of sixteen, Barry Lowes acted as referee of all the Canadian Basketball Championships played that year.

It proves something of the tenor of the second Chairman of the Board for George Brown College; of his remarkable grasp of life and his willingness to mix in and do more than his bit.

Barry Lowes impresses you that way when you meet him. With his still-youthful looks, his ready smile, go a whiplash mind and an ability to speak his mind on the subject before him. He goes directly to the heart of the matter and remains with tenacity of purpose, tempered with the ability to receive the opinions of others.

A Good Education

Born in Wallesey, England on September 22, 1927, Barry came to Canada with his family in 1932. After coursing through Toronto's Kent Public School, he attended Bloor Collegiate Institute, where he won the J.R. Nichol Award for leadership, personified by his having been elected President of the Student Council. His early leaning to sporting activities and the teaching of the young to appreciate life was indicated when he received in 1948 his degree of Bachelor of Physical and Health Education. Once again, he was Class President and received the Naismith Award for Academic Excellence. He climaxed his formal education in 1950 by earning his Master of Arts Degree, summa cum laude, from New York University. It is interesting and instructive to learn that at various stages he taught at the Universities of Toronto, British Columbia and McMaster. In 1950, he was Canadian Delegate to the UNESCO Conference of Adult Education, held in Austria. During that year to 1952, Barry was Advisor, Community Programme Branch, Ontario Ministry of Education.

Love of Camping

His love of organized camping, and what it could do for the spirits of girls and boys in shaping their lives manifested itself also in 1952. For four years he was Director of Camp New Moon, a private camp for boys and girls. The experience was too great to lose, and in 1956 Barry became the owner-director of Camp Timberlane, at Haliburton, Ontario, where boys and girls have continued to learn from his example through the years.

From his activities in camping sprung many aspects of his life. Barry is Past-President of the Ontario Camping Association. He was co-editor of a text book for Camp Counselling, published in 1963. He prepared a series of teaching manuals in the field of recreation for the Ontario Government and the R.C.A.F. His articles for various publications over the years are numerous.

The Continuing Chairman

It may have started in school, but Barry Lowes has continued to be a chairman. Presently he is Chairman of five different Boards and Committees: Training Schools Advisory Board, Ministry of Community and Social Services, Province of Ontario; Governing Board of Denture Therapist, beginning in 1974; Family Court Resources Committee; Child Welfare Review Committee Hearings (Niagara, Halton, Hamilton, C.A.S.); Board of Directors, Central Hospital of Toronto. His other community involvement includes being Team Leader, Operational Review Committee, Children's Aid Societies; Fact Finder Mediator of the Educational Relations Commission, and Hearing Officer re Expungent from Child Abuse Register.

School Boards

Barry was a school trustee for more than ten years, serving on the Toronto Board of Education from 1962 until 1972. In 1967, he was (wouldn't you know it?) Chairman of that important body. During that same period, he served on the Metropolitan Toronto School Board, and was (what else?) its Chairman from 1967 until 1969.

Community Service

Where Barry ever found the time for all this work for his fellow-citizens is hard to fathom, unless you happen to know the man. The diversity of his community involvement is only exceeded by his desire to be of service. Consider some of the other Board of Directors upon which he has served: Victoria Day Nursery; Social Planning Council, Metropolitan Council (9 years); Hincks Treatment Centre; Metropolitan Toronto Zoological Society; Lakefield College School, Lakefield, Ontario, and Upper Canada College of Toronto. Let's not forget that he served on the Board of George Brown College from 1968 to 1975, and for the first four of those years was (say it again) Chairman. Barry was a member of the Board of Directors for the Canadian Camping Association. He was Chairman of the study to establish the profession of Denture Therapy. An important post was as Chairman of the Ministerial Commission on the Organization and Finance of the Public and Secondary School System in Metropolitan Toronto. If you go back to his Varsity days, you learn he was T-Holder in U. of T. basketball and a student representative on the University of Toronto Athletic Advisory Board.

From my personal experiences with Barry in several of his endeavors, I can say categorically that he is not just a joiner. When he gets into something, he gets in with both feet and runs all the way. He has the irresistible quality of leadership to which others turn instinctively and with gratitude. That is why he is a proud and deserved owner of Canada's Centennial Medal.

Task Forces

His present work on a number of task forces shows his dedication. He is deeply involved in the provincial response to the Federal Young Offenders Act, and some of his previous experience is standing him in good stead here, as well as when he is on the Assessment Review Committee for Training School Wards. His interest in young boys and girls manifests itself in his researches into Determinant Sentencing for Juveniles, his Juvenile Advocacy Program, and his desire for Secure Care for Juveniles. He is working on the Immigration Task Force of the Canadian Camping Association and the Past President's Council of the Ontario Camping Association.

More Than One?

I have come to the conclusion that Barry Lowes is more than one person. One Barry Lowes survives a plethora of organizations. Another travels all over the world -- Canada, Europe, Japan, China, U.S.A, South America. Still another engages in tennis and skiing activities, and everything else his family - wife, Philomena, and sons, Kim and Brit - wants to challenge him at out-of-doors. And still another collects Canadian art and Eskimo sculpture, while reading a book held in the other hand. If one man is doing all this, he is **some** man, believe me.

But I've really got it figured out. Barry Lowes is strictly for the birds; he is an avid Ornithologist.

ROBERT B.(BOB) BRADLEY (1976-82)

My first encounter of the close kind with Bob Bradley was in 1976, when he beat me out by one or two votes for the Chairmanship of the Board of Governors of the College. I settled into the post of Vice-Chairman, and for the rest of my service Bob and I were a harmonious and hard-working team.

That is the measure of Bob Bradley: he can take a potentially hard situation and turn it around to be of benefit to all. In his seemingly soft and pliant nature resides a man of fierce determination to succeed in doing what is best for everyone. It is the calibre that earned him his appointment to the Order of Canada in 1981 for his contribution to education, both at the community and national level, as was his award of the Centennial Medal in 1967 for his outstanding work in the field of public housing.

Bob is a Metropolitan Toronto man. He was born in Toronto on September 9, 1922, and went to De La Salle "Oaklands" and St. Michael's College between 1936 and 1940. His education was suspended when he served in the Royal Canadian Air force in 1941-42. That he deeply believes in education for himself as well as for others is shown by the fact that he is **presently** working on a B.A. in Sociology by serving as a part-time student at Atkinson College in York University.

The commitment to education is nothing new with Bob Bradley. He has served since 1954 as a member of the Board of Education of the former Borough of North York, and when it became the City of North York. This may make him the longest-in-the-tooth trustee around. On the North York Board of Education, he has been Chairman during the 1960-61 term; Vice-Chairman on two occasions (1958-59 and 1977-78), and the Chairman of Finance from 1958 to 1970.

Public Housing

His other devotion is public housing, to which he has given a good part of his life. Bob began as an Accountant with the Ontario Department of Mines after leaving the R.C.A.F., and served in this capacity until 1952, when he was transferred to the province's Department of Planning and Development to assist in the establishment of a Public Housing Program for Ontario. Six years later, he became Supervisor of Rental Housing for the entire province. Within three years he had accomplished the herculean task of setting up twenty-six Housing Authorities from Cornwall to Kenora. This led to his promotion in 1961 as Assistant Director of the Housing Branch of the newly-named Department of Economics and Development.

Those of us who have had anything to do with public housing recognize its paramount importance, and realize that if this work had not been accomplished in these years by such as Bob Bradley the current depression would be even bleaker. But it meant hard, slogging work. For instance, during 1962 and 1963 he was given the responsibility as Special Assistant to discuss and negotiate a public housing program with all municipalities in Ontario with a population of over five thousand. This entailed, over many things, speaking before sixty-eight municipal councils from one end of the province to the other, taking part in twenty-one television programmes, and speaking on twenty-eight radio interviews. He carried the gospel to Builder Exchange groups and Real Estate Boards. Many a fried chicken passed his way, as he spoke to numerous service clubs throughout Ontario.

Executive Director

For a slight man he was standing tall. So much so that, after serving the Province of Ontario for twenty-one years, in 1963 he joined the Toronto Housing Authority as its Executive Director. He was quite literally the city's agent in all public housing matters, a high profile post in Toronto, which had taken a paramount interest in public housing. He was responsible for Regent Park North, one of the most important public housing developments in the province, as well as other special housing projects.

After serving in this post until 1968, Bob became Director of Promotion and Development for the Toronto Young Men's Christian Association. Here he recommended policies and plans to acquaint both the public and the organization with Toronto Y.M.C.A. He recommended and controlled budgets related to the realms of promotion and development within the Y.M.C.A., and carried the message to governments, foundations and other funding sources.

Director of Community Relations

But the Province and Ontario called once again and Bob Bradley could not fail to answer. In March, 1971, he was appointed Director of Community Relations in the Province of Ontario Housing Corporation, a post in which he still serves. Here he fosters the development of social and community services and their application to the Corporation in assimilating them into communities throughout the province. His work with tenants is especially important in this area, and now has reached out into the recreational field, taking in the leisure time of the pre-school child and the senior citizen.

Award of Merit

Bob was presented with the Award of Merit from the Metropolitan Separate School Board in 1981 for his outstanding achievements in education. He was founding president of the Canadian Vocational Association, and was its President from 1959 to 1964. He is a member of the Education Committee of the Metropolitan Board of Trade. He, his wife, Mary Ellen, and their eight fine children attend church at St. Gabriel's Parish.

All these things Bob Bradley brought with him to George Brown College as Chairman from 1976 to 1982. He became truly enamoured of the College and all that it stood for, entering into every facet of the school life and serving in any capacity he was asked or which he felt useful.

George Brown College is the richer for having known Bob Bradley. So am I.

THE PRESIDENTS

Without the President of the College, the Board of Governors would be operating in a vacuum. The President is the artery connecting the Board and the Administration. He is responsible for the actions of the Administration within the guidelines for policies laid down by the Board. The President is a member of the Board, but does not count in the quorum. He counts every other way ... and then some.

The College has a motto: "The City Is Our Campus". This is true because George Brown has had two remarkable men as Presidents. They have both been builders and consolidators, dedicated solely and unselfishly to and enhancing a series of campuses that stretch around the City of Toronto and give color and vitality to their locations.

These then are the stories of the Presidents of George Brown College of Applied Arts and Technology.

CLIFFORD C. LLOYD

When, as a member, I signed Cliff Lloyd up for the West Toronto Kiwanis Club, which meets at Casa Loma, I knew what I was doing. Sure enough, Cliff ended up as President.

Cliff Lloyd is a hard-soft man, possibly due to the influence of the hills and valleys of his native Wales. His ability to build and tinker may come from the fact that he is a Master Plumber, a plunger all his life.

After he went to Swansea Grammar School in Wales, he and his father had a discussion. Cliff wanted to go after an engineering degree at the University of Wales. His father, a plumbing and building contractor, wanted him to first gain journeyman status as a plumber, after which he could continue to university. This was the Old Country, so guess who prevailed. Cliff Lloyd served his apprenticeship as a plumber in Swansea.

Into The Army

As with so many others, Cliff passed up university to go into the British army, serving in the European theatre of war of World War II. As the war drew to a close, Cliff volunteered to go to India on a training mission in 1945. This was shortly before the transition of control from Britain to the Indian government.

His was an important assignment. With a view towards creating officers of senior rank among the Indians, Cliff developed pilot courses. He also had the task of training the regiment to which he was assigned in tank warfare. It went on for almost two years.

"This was my first formal experience in training," says Cliff.

So you know why George Brown College had to shape up or ship out.

There had been a two-year contract involved, but Cliff Lloyd did not want to hang around until the end, with partition of India by Mountbatten in the offing. Instead, he went to the Middle East, and, prior to his termination of service, he was in Egypt as Adjutant of the Middle East Armed Forces School.

Adjutant? President? Hmmm....

On To Canada

"I went back to the University of Wales for one year," Cliff remembers, "but the war years had made me restless. My brother, Llewellyn, had been in Canada since 1925. At Carleton Place, Ontario, following his own war experiences, he founded a painting and decorating business. After a year of that, I came on to Toronto, picked up the tools of the plumber, and worked at the trade for three years."

As luck would have it, Cliff had done most of his work for the Department of Public Works. At the end of 1951, this led to the Department of Education for Ontario asking him if he would teach plumbing at the newly-formed Provincial Institute of Trade, then part of Ryerson Polytechnical Institute.

Ryerson Faculty

Cliff had all his faculties about him, including the Ryerson Faculty, where he taught for two years. Some might have wondered about his faculty to make money, for canny Cliff took quite a cut in pay to be a teacher. He told A.M. Moore he would work for 1951-52 to help establish Reyrson's plumbing department; after that he would go back to working in the plumbing business, which was flush with money.

That was what he thought; he was hooked. Almost immediately he was made head of the plumbing department. Within the two years, he was active vice-principal to Les Emery. This gave Cliff Lloyd some influence on the direction and development of P.I.T. as a whole. After various assignments at the P.I.T., A.M. Moore asked him to head up a new Provincial Institute in Toronto, subsequently the Provincial Institute of Trades and Occupations, established on Dartnell Avenue, in Toronto. Cliff thinks there was a definite reason for establishing the P.I.T.O.

"I believe there was some continuous difficulty in P.I.T. in developing things that were not a designated trade," says Cliff. "P.I.T. had grown out of the Department of Labor activity in rehab training schools; there was a certain jealous paternalistic attitude in the Department about the activity of P.I.T., a feeling that it should be confined to the designated trades. As I see it, there were always some counter-pressures to the developing of any new enterprises outside the designated trades."

U. of T. Degrees

Thus Cliff Lloyd laid down his plumbing tools and picked up his teaching and administrative tools. He had sharpened these latter considerably by taking courses of the University of Toronto during the years. In 1961, he received his Bachelor of Arts. Six years later, he earned his M.Ed. for U. of T. He holds Ontario Teachers Certificates as a Vocational Assistant and for Guidance. Now, there are well-founded rumors that he is pursuing his Ph.D. in retirement. The Master Plumber has become the Master Educator, and this tells us something about the grit and determination of Cliff Lloyd.

First President

The Lloyd world was expanding. There was a lot of talk in the air about the forthcoming community colleges, which bore fruit for Cliff Lloyd in 1967, when he was asked to integrate the existing P.I.T.O. into the George Brown College of Applied Arts and Technology. The Dartnell Avenue school became the nucleus of George Brown's Casa Loma Campus. The College formally came into existence on March 1, 1968. Cliff Lloyd became its first President in September of that year.

Once I asked Cliff Lloyd if he had any idea that the College would expand so rapidly, and that he would be heading up the largest manpower training centre in Canada within a relatively short time, as well as being responsible for many apprenticeship programs and all the other activities of the exploding college. He said that he took things as they came, but my observation of Cliff Lloyd is that he was always ahead of the game, thinking and planning for the future of the College he had come to love as though it were his own child. He had his wife, Joan, and two sons and three daughters and numerous grandchildren to cherish, so he just took George Brown into the family. The family was glad to welcome the College.

Growth of College

In ten years George Brown College had over thirteen hundred staff, and more than eight thousand full-time and ten thousand part-time students. There were four campuses: Casa Loma opened in 1973 as a huge teaching laboratory for the building trades, as well as a general educational apparatus; the St. James Campus on King Street East, which had retained its fine Georgian architecture in the heart of the Old Town of York, while being completely remodelled as an excellent modern building; and extensive remodelling of the Kensington and College campuses.

So Cliff Lloyd announced his retirement as President.

A Surprise To All

It was a complete surprise to all of us. We had come to think of him as part of the brickwork, someone who was there until he fell apart. But not Cliff Lloyd. Apparently, from the very beginning he had set ten years as his goal. He knew he had accomplished much. One of the things that stands out is the integration of five major schools of diploma nursing - Nightingale, St. Joseph's, St. Michael's, Toronto General Hospital and Toronto Western Hospital - so that George Brown ended up as the city's nursing school. He had wangled the transfer from the Toronto Board of Education to the College of five adult education centres, offering Manpower Retraining Programs to some five thousand students. There had been economic crises that helped to remove his hairline. In all this, he had been guided and supported by the Board of Governors, and he had never failed to follow the Board's wishes.

But he had met his goal. He was leaving as of the summer of 1978.

Not that he was retiring. He had a very good job offer and the work could not have been rosier - until the day the truck crashed into the rear of his car and a slab of timber missed his head by inches. Cliff does not like to talk about this very much. He was not used to setbacks. Yet he continues to enjoy life in Toronto and Florida and often returns to the scenes of the College to which he had materially helped to give birth.

DOUGLAS E. LIGHT (1978 -)

D.E. Light is. A delight, that is, if you follow me.

Not long ago, Prime Minister Pierre Trudeau visited the Kensington Campus, and partook of one of the famous Kensington luncheons. I saw the P.M. and Doug Light together on T.V., and, honestly, I couldn't tell who had the most charisma.

Doug is a showman, a man who can keep you chuckling, and it's only after a while that realize you have been absorbing all he has been teaching you. Which, to me, gives him full marks as a teacher.

Born in Cobalt

We definitely have one thing in common. We both were born in Cobalt, Ontario. The kid arrived along on March 5, 1929, whereas I was a Silver Baby. Ask my fellow Cobalter how old that makes me.

But we have a lot of other things where we see eye to eye. One of these is our abiding love for George Brown College. When Doug took over from Cliff Lloyd we had, although there had been unanimous approval by the Board of his appointment, a sort of wait-and-see attitude. He was following a man who had done a hell of a job. What would **he** do and how would **he** do it?

Not to worry. If Cliff was a sabre, Doug was a rapier. They were two radically different men, but their goals were the same: make the College bigger and better. It took us no time at all to learn that Doug Light was a President to like and respect. He handled the Board deftly, but he realized that without the Board he could not operate effectively. His sense of humor and genuine likeableness made his communication easy to accept.

A Queen's Man

Doug Light is a Queen's University man. At the Kingston College in 1947-48 he came out with honors in Commerce and Finance. He earned his Bachelor of Science with Honors by 1952, receiving a medal from Queen's for the highest standing in the program. Two years later he captured his M.Sc., earning the Sir James Dunn Scholarship at the same time. That's why you'll see the famous engineer's Iron Ring on his pinky. Next time, ask him about the Rudyard Kipling poem on the Iron Ring, about which I once wrote a story; I'm always sticking engineers with that one, even if it was for U. of T. As with so many of our learned men, Doug did not rest on his educational laurels. Completing the work by summer sessions, the President received in 1964 his High School Assistant Certificate for extension programs in a variety of programs, such as Technical

Report Writing and Metal Fabrication from such institutions as Massachusetts Institute of Technology, University of Toronto, and Ryerson Polytechnical. From 1955 to 1972, he has had seven papers published in various technical bulletins.

Business Career

Life was not always that of a teacher. He proved his worth in the Canadian business-scientific world. While he was working on his M.Sc. degree on a part-time basis, Doug was a research metallurgist for the Atomic Energy Control Board from 1952-54. For three years after that, he served as Chief Metallurgist, specializing in design and operation, at the Bicroft Uranium Mines Limited, going from there to A.H. Ross and Associates (1957-58) as Consulting Engineer, where he dealt with major mining and chemical companies. In 1958-59, he worked for Dupont Company of Canada as Senior Research Investigator, conducting feasibility studies on a number of chemical projects.

Alma Mater Beckons

But the lodestar of teaching was attracting magnetically. In 1959 the Alma Mater beckoned, and Doug Light returned to Queen's University, where he combined teaching and research as first Assistant, and then as Associate Professor of the Faculty of Applied Science. After nearly four years of being at "home", Doug came to Ryerson Polytechnical Institute in 1963, where he was Director of Metallurgical Technology and Assistant Chairman of Chemical, Instrument and Gas Technology. At Ryerson, he was also involved in extension classes and summer courses for secondary school teachers. 1967 saw his first involvement with community colleges, when he became Dean of Faculty and later Vice-President of the Humber College of Applied Arts and Technology. At Humber, Doug was directly responsible for the academic section of the college and the planning of the physical plant. His success with Humber, led to his appointment as President of Centennial Community College in 1971, with some five thousand full-time students, and finally to being made President of George Brown College on July 1, 1979.

Successful Consulting Engineer

With all this happening, Doug Light found time to be happily married. He and his wife, Helen, have two fine children. Also, Doug kept up some "outside" activities from 1959 to 1968, operating as a successful private consulting engineer's practice. He was President and Director of Metal Research Laboratories Limited of Toronto and Vice-President and Director of Canadian Magnesium Products Limited, Preston, Ontario. He had to reluctantly call these off in 1969, as the burdens of his senior position at Humber became too great.

Doug Light is a member of the Professional Engineers of Ontario, of the Canadian Vocational Association and of the Canadian Institute of Mining and Metallurgy. At the Toronto Board of Trade, he served as Chairman of the Business-Education Relations Committee in 1975. He belongs to a number of educational associations.

Only The Beginning

It seems hard to believe that Doug Light has been with George Brown College only four years. The great contributions that he has made to the College are really only the beginning, in my estimation, of what will continue to be a dynamic and completely purposeful leadership. This warm and competent man inspires friendship, trust and pride that he is President of the College.

Stick around, Doug. We need you.

BOARD OF GOVERNORS

BEARDSLEY, Robert		1976 - 1977	
BIRINGER, Paul	Dr.	1972 - 1978	
BONE, Bruce		1977 -	Chairman, 1983 -
BRADLEY, Robert		1975 - 1982	Chairman, 1976 -1982
BORDZKI, Maria		1967 - 1970	
BROWN, Horace		1968 - 1979	
BRUCE, Hugh	Alderman	1967 - 1973	
CACCIA, Charles	Alderman	1967 - 1968	
CHISHOLM, Archie	Alderman	1970 - 1974	
CLUNE, Donald		1982 -	
CROMBIE, David	Alderman	1970 - 1972	
DALTON, Peter		1969 - 1974	
DEAR, Ken	Alderman	1967 - 1968	
DRAGONE, A. George		1968 - 1977	
FARLEY, James		1980 -	
FATT, Gertrude		1976 -	
FULFORD, Diane		1983 -	
GERSTEIN, Marvin		1981 -	
GORE, Graham		1967 - 1975	Chairman, 1971 -1975
HAM, James		1967 - 1971	
HEAP, Dan	Alderman	1973 - 1976	
HORKINS, Richard	Alderman	1967 - 1968	
KEARNS, James H.		1969 - 1977	
KEYFETZ, Carl		1968 - 1973	

LOWES, Barry		1968 - 1974	Chairman, 1968 - 1971
MARKLE, Gower		1967 - 1974	
MCLEAN, Ellen		1980	
MENZIES, Harold	Alderman	1969 - 1970	
MOLLENHAUER Gordon L.		1975 - 1980	
OPPERMAN, JoAnn		1978 -	
PAKES, Edward		1974 - 1977	
dePEDERY-HUNT, Dora		1971 - 1978	
PICCININNI, Joseph	Alderman	1975	
PICKETT, Paul B.	Alderman	1969 - 1972	
RAE-GRANT, Quentin	Dr.	1978 -	
SEYMOUR, Edward		1975 - 1978	
SMITH, David	Alderman	1973 - 1974	
SPENCER, Robert		1980 -	
SRIGLEY, Sandra		1979 - 1982	
TRIMBLE, William B.		1967 - 1969	Chairman, 1971//
VAUGHAN, Colin	Alderman	1973 - 1976	
VILLANO, Willy		1979 -	
WOLFE, Ray D.		1967 - 1968	

CHAIRMEN OF BOARD COMMITTEES

Property Committee

Peter Dalton	-	April 22, 1972	-	December, 1974
Dr. Paul Biringer	-	1975	-	September, 1978
Horace Brown	-	September, 1978	-	December, 1978
Joanne Opperman	-	1979	-	

Finance Committee

James Kearns	-	1970 - 1978	(1970 election in absentia)
Bruce Bone	-	1979 - 1982	
James Farley	-	1983	

Education Committee

Gertrude Fatt	-	1978 - 1979
Sandra Srigley	-	1980 - 1981
Ellen McLean	-	1982

N.B. This story on Bruce Bone follows the one on Bob Bradley

BRUCE BONE (1977 -)

When it comes to sailing, Bruce Bone has proven that he is able to cut it pretty close to the marrow. In 1968, he won the Lake Simcoe District Albacore Championships. The previous year, he had proven his worth in the competitive sport of tacking and filling by taking the fourth event in Canada Life Bonspiel. In the winter, when the water has turned to ice, Bruce takes out his broom and stones and goes curling. Enthusiastic supporters are his wife Nancy, and three children.

When it comes to sailing through life, Bruce Bone has been followed by favourably earned breezes. His more than a quarter-of-a-century with Noranda Mines has seen him gain the referee's flag as Treasurer. Born in 1928, a native Torontonian (yes, Virginia, there are such things), he graduated from the University of Toronto with his Bachelor of Arts degree. Bruce Bone joined the Board of Governors of George Brown in 1977, after a distinguished (and continuing) career of public service. A Trustee of the North York Board of Education from 1965 to 1974, he was that Board's Chairman from 1967 to 1969. Also a member of the Metropolitan Toronto School Board from 1967 to 1974, he was its Chairman from 1970 to 1974.

In 1981, Bruce Bone who was an able Chairman of the Finance Committee, became Chairman of the College's Board of Governors. He continues to serve on the Metro Toronto Board of Trade and is a member of the Education Committee of the Canadian Chamber of Commerce, the Canadian Pension Plan Advisory Committee, and the National Finance Committee of the Canadian Cancer Society.

You can get to the meat of the matter by picking Bruce Bone as typical of the community service oriented men who have served this College so well. May he continue to serve his fellow-men as always.

N.B. This is to follow "Minutes Can Be Hours"

L'ENVOI

As it was in the beginning, so is it in the end: this is a most personal portrait of the Board of Governors of George Brown Community College. It is intended to be warm and affectionate and factual.

If, at times, the brush has slipped, or the figures have become blurred, blame it on the alleged artist. The canvas is broad, and it is hard to cover everything. Should the vividness of the colours have yellowed slightly, stick it on the slips the artist has made into his so-called humour. Any unforeseen slight is unintentional; any praise is as true as the colours in which it is painted.

Some of the very best days of my rather active life were spent as a Governor of George Brown College, which, if I dared, I would call my alma mater.

N.B. This story on Graham Gore is to follow the one on Barry Lowes

GRAHAM GORE (1971 - 75)

Graham Gore spent all his life in education, yet he was a teacher only in the 1930's. This is because the patriarch of the Board went into the administration end, and proved himself one of the great educators of Canada.

It all began in 1903, when Graham was born on a St. Lawrence River farm near Prescott, Ontario, son of a Scots farmer cum local cheesemaker. His first school was rural elemental; then he graduated to Prescott High. He confesses that as a student he was little better than average, but he did show well on the rugby field and the hockey rink.

"I never got a scholarship," he says, but, remember, there were much fewer of those in his day.

But the art of teaching beckoned him fiercely. He went to McGill University, where he got his Bachelor of Science, and followed that with the teaching of industrial chemistry at the justly-famous Central Technical School in Toronto, after completing his education at the Ontario College of Education.

Central Tech was his only teaching place, apart from an exchange program as teacher of chemistry at Chatham Technical School, Kent, England. He was at Central in the Depression of the Thirties, and he wrestled to keep his students trying.

"A young guy needed help to get started," he remembers. "It was my hope I could get them all jobs."

And he behaved at this very gallantly. The students of Graham Gore began to succeed, and this drew attention from above. Graham was made head of the Chemistry Department. With the sad arrival of the Second World War, he found the administrative side of his skills taking hold. He was Director of Selection and Placement in the War Emergency Training program, in a show

that ran twenty-four hours a day from 1940 until the clouds lifted. It was a most successful program, which proved of great value to Canada's war effort, and marked Graham Gore as a man on the way up. He became principal of Central Tech in 1954 and then Toronto Board of Education called; the teacher had become irrevocably the administrator.

His climb up the ladder of the T.B.E. was sure and steady. First of all, he was Assistant Superintendent of Secondary Schools, then Superintendent. Finally, at 60, he reached the top rung on March 25, 1965, succeeding Dr. Z.S. Phimster, who went on to be Ontario's Deputy Minister of Education. Five years later he came to mandatory retirement on June 30, 1970, the close of 42 years of service to the public and his all-important (to him) students.

By this time, Graham had been on the George Brown Board since its founding in 1967. With the retirement of Barry Lowes as Chairman, Graham was named by his colleagues to the post, and served with distinction in a period that was often traumatic to the Board because of the drying-up of hard-to-come-by finances. His administrative experience in education was of inestimable value to the College in that era.

Service to his community was nothing new to Graham Gore. He had been past president of the North Toronto branch of the Y.M.C.A. He was a member of the Y's Board of Governors for Metropolitan Toronto. His service to the Metropolitan Board of Trade was equally outstanding. He was a Past Chairman of this organization; Chairman of its Business-Education Day Committee, and a member of the Board's Council. His peers recognized his value, when he was made President of the Association of Ontario Secondary School Superintendents. A post that gave him great public acceptance was that of President of the Empire Club of Canada.

At the apple centre of Ontario, Bradford, Graham Gore had a 100-acre farm. He was also blessed with a cottage in the Muskoka area, where he became a diligent fisherman. His pride in his sons, Graham Jr., an engineer, and Leslie, a teacher, is great and justified.

His greatest love, of course, was reserved for his wife, Wilma, who was a graduate of the Eastman School of Music at Rochester, New York. The couple were enjoying a happy retirement in 1981 with a visit to Florida when Mrs. Gore was struck and injured by a hit-and-run driver. Brought back to Toronto, she was overcome by a stroke in the hospital, and the outlook has been gloomy for some time.

But I would like to end on a positive note: Graham Gore is a Christmas baby, and the gift he would appreciate most is the return to health of his wife. We all wish him this, while thanking him for his lifetime of Christmas gifts of service to the people.

N.B. "Minutes Can Be Hours" will follow story on Pat Smith

"MINUTES CAN BE HOURS"

As has just been demonstrated, the keeping of the Minutes is vital to any Board. The Board of Governors of the College has been fortunate in being able to have its Minutes in such good shape.

The years of the Minutes are in the good hands of the College Archivist, John Hardy. It is possible to go back through these documents and to read your life of those times into them.

There are many stories I could have chosen to illustrate my point about the Minutes. But the sole story I have picked is not because I (ahem!) happen to be cast in the role of "hero" (for one of the few times, I might say) but because it was probably the most dramatic moment in George Brown's history, when the Board proved its mettle and faced up to some very hard facts.

I call the story -

"THE DAY THE BOARD DUG IN ITS HEELS"

It was the early evening of a special meeting for September 25, 1972, and the Board of Governors was gathering for its usual before-meeting dinner and social visit.

The Board knew something was padding along in the shadows that was not typical of the happy-go-lucky spirit of the College. This had been made anxiously apparent as the members came through the door. They were confronted by a large and slowly-moving group of Staff who had joined together in an "information picket", which in other areas has proven to be the genesis of a strike. There were angry murmurs and even

shouts, but the Governors were treated courteously and the picket line parted to admit them. For the first time in my life, as a member of Management, I had crossed a picket line, a traumatic experience.

As the Board gathered, it was more quiet than its wont. Usually little stories vibrated and jokes were made that meant nothing except to the members. This time the attitude was subdued, the questions not asked, the answers not given. The dinner was not nearly as talkative as was the wont. Every now and again lighted shadows would dance from curtains, as lights were carried in the growing dusk by the snaking line.

When Graham Gore got the meeting underway, Cliff Lloyd rose. Normally joking and expansive, he was grim, tinged with glum. The College was weighing even more heavily than usual on his husky shoulders.

The more the President talked, the more my astonishment and anger grew. There was a tenseness throughout the Board that could be felt.

We all knew, he explained slowly, that George Brown was in grave financial difficulties. Latest figures showed that we owed the Province of Ontario some million-and-a-half dollars. We were going to be held accountable for this. Ways had to be devised to save this much money in the coming year, in order to repay the Government. After much hard work, analysis, and agonizing, together with long consultations with senior staff, he had come to the conclusion that there was only one step that could be taken: enough staff would have to be dismissed to make up the payment. It had been concluded that 108 members of staff would have to be laid off. That was the reason for the demonstration we had seen on our entry. That was why union members were present at our meeting.

Cliff held up a couple of sheets of typing.

"I have prepared a position paper on staff resources," he said, "for your consideration". He cleared his throat and began reading what was

before him: "The George Brown College is overstaffed in a number of areas. This is a fact that has been apparent to College staff and the Board for some time. There have been two main reasons for this condition. First, combining into one structure (between 1968 and 1972) the seven schools which formed George Brown College has resulted in a surplus of staff in support services. Second, the gradual decline in manpower course commitments (Canada Manpower), particularly in basic academic skills, has resulted in a surplus of teachers."

The stillness in the room was absolute, accentuating the odd cry from the moving street. No member so much as coughed or shuffled. The intensity was almost unbearable.

Cliff Lloyd glanced around momentarily, then went on with his reading: "Senior College staff, the Board of Governors and the Ministry (Ed. Note: The then Ministry of Colleges and Universities) have been wrestling with these problems, trying to find the most satisfactory solutions. The problems are now more clearly and specifically defined than ever before, and as a result, some staff members will have to be released. This will be done in consultation with staff representatives, timed to make it as easy as possible for those to be released to find alternative employment. Notices will be given to personnel this month."

It was all so clear-cut, so considered. Cliff Lloyd turned to the obviously short Page 2 and went on:

"The surplus staff and date of termination is approximately as follows:

30 Teachers (mostly academic)	June 30
14 Counsellors	June 30
21 Cleaners - Phased over six months up to	August 31
6 Tradesmen	April 30

"THE DAY THE BOARD DUG IN ITS HEELS"

Page 4

7 Administrative Staff	June 30
6 Technicians	Up to May 31
11 Staff who were served notice in August	February 15

"The Board members and Administrative staff regret that this action is the only practical solution. The Administrative staff of the College will make every effort to assist those who are laid off to find alternative employment."

(While this adds up to 95, the 108 figure came later, and finally a total of 148).

It was all there in that last paragraph: adopt this position paper and the Board of Governors can take the heat.

Like I am sure every other, my mind was in a torment. Everything I had been taught, all I had learned, told me that human beings come first. When you approached them as statistics, it left an icy feeling. Suddenly, I was propelled to speak.

"Those are my friends out there, as they are, I am sure, with all of you," I said, speaking flat and hard and gesturing at the unseen street. "I cannot let them down, as this position paper proposes. In no way can I go along with this proposal, with all consideration to Cliff Lloyd and what he has had to go through. There has to be a better method. The only one that occurs to me is that we ask to see the Minister of Colleges and Universities at his office in Queen's Park, tell him with what we are faced, and throw ourselves on his mercy."

"Perhaps," said the Chairman, "the President of the Union would care to say a word".

Doug McLaren looked around the table. "After what Alderman Brown has just said," he told the gathering, "I have nothing more to add,

except to ask that you do as he suggests."

Barry Lowes, who had remained on the Board as a Member when he could no longer continue on as Chairman with what he already had on his plate, spoke in his usual lucid and incisive manner. He could not possibly go along with the proposals of the Position Paper until every avenue had been explored. He thought help worthy of a very good try, and he, for one, would join in any such meeting. Others spoke in the same tenor.

It was apparent the Board was in complete agreement. The following Morion appears in the Minutes of that fraught meeting:

"Moved by Alderman Brown seconded by Alderman Chisholm that the Chairman of the Board arranges for the Board of Governors and the President to meet with the Minister forthwith to determine what can be done to resolve the College financial problem; that clarification be given regarding the Manpower program; that the President be instructed not to release staff until after the meeting with the Minister, following which decision will be made by the Board; that the President be requested to prepare a brief to support the College position, for presentation to the Board and subsequent presentation to the Minister."

There were many hours for this Minute to fill. In fact, the hours became days and weeks and months, showing that the Board of Governors never takes its responsibilities lightly.

The meeting with the Minister was held on Friday, October 7, in his office. The Honourable Jack McNie was an interested and, indeed, sympathetic participant. Investigation had shown that financial problems stared starkly at the other twenty-one Community Colleges; George Brown was far from alone. It became a matter of policy.

An excellent brief had been prepared by Cliff Lloyd for presentation to the meeting. It was apparent that it contained the fine Italian hand of

James Kearns. Jim was the able Chairman of the Board's Finance Committee and I seem to recall that the summary of the brief was of his creation, which is here quoted, as a good example of George Brown outlook:

'The brief outlines reasons for the financial difficulties encountered by The George Brown College in its attempt to achieve the objectives established for the colleges by the Provincial Government of Ontario.'

'The College offers programs on a year-round, double-shift system to meet the varying needs of students in the downtown area of Toronto.'

'All programs are designed to prepare graduates for fruitful employment in the shortest possible time.'

'There is a complete absence of College funds for extra-curricular activities.'

'Registration and graduation of students in retraining programs is a continuous process incurring high administrative costs.'

'Last year \$500,000 of Post-Secondary grant was used to subsidize the retraining programs.'

'Per diem grants from the Ministry of Colleges and Universities are substantially higher for post-secondary (\$11.77 to \$23.54) than for retraining (\$7.64 to \$9.41) programs.'

'It is a principle at George Brown College that all students have equal rights of access to the educational services of the College. There are no second class students or faculty.'

'Many experienced teachers with 15 years or more seniority meet classes of post-secondary, apprenticeship and retraining students in the space of a single working day.'

'George Brown College has a preponderance of senior contract teachers earning \$16,000 per annum (\$17.00 per hour).' Ed. Note: Remeber that this was 1972, in case you think a mistake has been made.

'A recent report prepared for the Minister of Colleges and University Affairs,' the summary of the G.B. brief added, in gentle dig, 'placed expenditures at George Brown College in a very favourable light in relation to other colleges in Ontario.'

All this was so clear that even I could understand it. The Members of the Board found the Brief and Summary telling ammunition for the College's defense of its worth-while expenditures. One thing that had actually cost the College a lot of money was the Federal Government's fluctuations on its upholding of Canada Manpower, with particular distress on its cutbacks of the very necessary "English As A Second Language" classes, which were constantly being pruned even though the demand for their use was growing.

When the Board arrived at the MacDonald Block to enter the Ministry's offices, it had to pass through another "information picket" line from the College. But it was very friendly and parted for us with grace.

"We're here to cheer you all on," Doug McLaren told me, which was thankfully received.

Members of the Council of Regents were present with the Minister and his top staff. I found the Council not quite as friendly as the picket line, but that may have been my own jaundiced impression.

The Minister spoke right up to agree with the moratorium implicit in the Board's mention. He wanted to see this continued. The Honourable Mr. McNie also suggested that the Board retain Woods/Gordon/Clarkson/Dilworth companies to prepare a report which would be available to both him and to the Board. The Board was happy to

concur.

At the Special Board Meeting of October 27, 1972 (I know of no other time when the Board held so many Special Meetings on any one subject), there was a letter from the Minister confirming his request that a study be made to examine the many phases of the operation of George Brown College, including considerable data on educational and financial administration patterns and procedures within the College; an in-depth analysis of the source data from which the consolidated budget was developed, and information on all possible economies. The Minister asked that the study agreed-upon be completed by the end of the year.

Once again seconded by Alderman Alex Chisholm, I moved the following motion, the only one of the meeting: "... that this Board concur in, and accept, the recommendations in the letter of the Minister of Colleges and Universities, dated October 24, 1972, and recommend further that:

1. The consultants, Woods, Gordon Company Limited, be asked to undertake this study;
 2. The Woods, Gordon Company engage the services of two or more people experienced in the administration of education to assist in the study;
 3. These people who are experienced in the administration of education and employed by Woods, Gordon Company for this study be acceptable to the Minister and the Chairman of the Board;
 4. The Minister and the Chairman of the Board receive copies of the report simultaneously.
- The motion carried.

The Woods, Gordon report was reviewed and discussed at a Special Board meeting held at the Park Plaza Hotel (hiding out, eh?) on January 23, 1973. By this time I was a citizen member of the Board, having been defeated at the polls. But I proved I had read the lengthy report, as had

all the Board, according to the Minutes on Page 101, the last paragraph read: "Certain staff reductions were approved by the Board in the fall but not carried out as a result of the intervention of the Ministry." This, of course, was a complete error, which I said should read: "Certain staff reductions were put before the Board in the fall for consideration, but were not carried out, as the Board decided to consult with the Minister to seek alternatives." Woods, Gordon accepted the slap on the wrist, and agreed to make the necessary change. The Minutes quoted my motion of September 25, 1972 in support of the rebuttal.

Among other things, the Board did not like the following statement, which it found inappropriate: "Goals and policies are not comprehensively stated. The Multi-Year Plan is not used."

The Board showed the fallacy of this statement by quoting the Minutes of its meeting of June 28, 1972, with the Council of Regents, where the Council Chairman, Norman Sisco, is quoted:

"Mr. Sisco explained that there would be a much tighter control of monies in the educational system, and that the Government is very much aware of public criticism about educational costs. The Multi-Year Plan for this year is only an experimental run; however, the projections made on the Multi-Year Plan for next year will have to be correct. This year the Council of Regents is visiting each College to discuss the Plan, hopefully to find all the anomalies in the system."

So get the report right.

Dr. Paul Biringer, the travelling academician, told meeting that there was an unusual amount of information on the Board's Agenda each month, and it would be difficult to review and digest much more. The Board agreed that the information given to it each month by the President was more than adequate. Jim Kearns said that the financial budget had been improved and that, as soon as the Ministry gives the

College its Manpower Budget, "we will be in a better position to supply reports correctly."

Financial matters were given a thorough goingover (as usual) by the Board. It was noted, for instance, that the College had to pay up to \$40,000 interest on loans, because the cash flow was not up-to-date, a clear signal to the Minister.

"Realistic projections," read the report, "of enrolments and teacher loads should be on the basis of planning for educational staff and other costs. In addition to 99 staff members who were proposed to be laid off last September, there are about 36 positions in caretaking and maintenance which might be eliminated ..."

A cold shoulder was turned to this by the Board, which the minutes say recommended that the decision regarding layoffs should be discussed at a later date.

President Cliff Lloyd made a telling point, when he explained that the College is overstaffed in the Manpower area. The federal and Provincial Governments, he said, buy seats in the College for this development, but then they might revise figure downwards, leaving the College in a position of being overstaffed.

The report revealed clearly that George Brown College was being shortchanged in a number of other ways. Most costly in fiscal 1972, in relation to other Community Colleges, had been rental costs, which made G.B.'s costs higher by some \$319 per weighted enrolment, in respect to the tally for both post-secondary and adult training, with rents running \$155 more than the other places, perhaps a tribute to Toronto's high standings in the rental department! The report said that there was scope for cost reduction in the order of \$215 per unit.

Chairman Gore said he had a telephone conversation with the

Ministry on January 22, concerning cancellation of capital funds for the St. James Campus. The Chairman was asked to write the Minister confirming the telephone conversation with the Ministry, and also to advise the Minister that 3,000 students will have to be relocated in 1974 and to ask for specific direction in this matter.

Apart from the errors of fact and interpretation, the Board felt the report was a favourable one, and its adoption in principle was moved by Carl Keyfetz, seconded by Gus Markle. A final motion came from Alderman C. Vaughan, seconded by Dr. Biringer, which also carried unanimously as follows:

" ... that the Chairman of the Board and the President report to a special meeting of the board on how the recommendations of this report will be implemented, taking into account a schedule of that implementation and include a report from the Finance Committee on the positive and negative effects of this implementation on the budget, and that this include a method of reporting in an ongoing way; and further, that this report bring forward those matters that must be brought to the attention of the Minister."

As this motion carried unanimously, the meeting came to an end.

Why spend so much time dwelling on one meeting? Now, that's a silly question that deserves a dignified answer, which I have unfortunately mislaid somewhere. Suffice it to say that this was a special Special Meeting, proving beyond any doubt that the Board functioned better than most bodies that were paid for their efforts.

The Board had dug in its heels and proved to be on its toes, which is a neat trick only a Board such as this can do. Try it sometime if you don't believe me.

The rest is anticlimax.